

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Web Industries, Inc.

Texas Manufacturing Assistance Center

#### Web Industries Takes Full Advantage of Lean Tools Provided by TMAC

##### Client Profile:

Web Industries, founded in 1969, provides converting services (slitting and rewinding of flexible materials) which include automated assembly and packaging, specialty film extrusion, electronic document control, and supply chain management solutions. The company employs 60 people at its facility in Cedar Hill, Texas.

##### Situation:

Web Industries was looking for a partner to develop a Lean Enterprise training and implementation approach, and the company's New England facility had a positive experience with their local Manufacturing Extension Partnership. In Texas, the Cedar Hill Economic Development Corporation recommended the company contact the Texas Manufacturing Assistance Center (TMAC), a NIST MEP network affiliate, for assistance.

##### Solution:

TMAC's Lean Enterprise Group worked with Web Industries to map out a one-year improvement plan as a component of the company's 3-year strategic plan. Starting with the Principles of Lean 101, Web Industries took full advantage of the complete TMAC Lean Enterprise toolbox. TMAC provided Lean training and project deployments, including Lean Leadership, Value Stream Mapping, 5S, Lean Asset Management, & Set-up Reduction (SMED). Web Industries also chose to participate in the Training Within Industries (TWI) program, a renewed industrial training program originally established during World War II to expedite factory productivity. The major components include: 1) Job Instruction (JI), a course that teaches trainers (supervisors and experienced workers) to train inexperienced workers and get them "up to speed" faster; 2) Job Methods (JM) which teaches workers to objectively evaluate the efficiency of their jobs and to methodically evaluate and suggest improvements; and 3) Job Relations (JR) which teaches supervisors to deal with workers effectively and fairly.

##### Results:

- \* Projected sales increase of \$530,000.
- \* Realized \$150,000 in cost savings.
- \* Invested \$56,000 in workforce development.
- \* Reduced changeover from 75 minutes to 22 minutes.
- \* Retained 60 jobs.

##### Testimonial:

"TMAC made our move to a Lean Enterprise very comfortable and understandable for all of my employees. We are reaping so many benefits from our initial Lean experiences. Rejects have

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declined, uptime has improved, housekeeping is much better, and my employees are happier because they are more involved."

Jim Harrison, General Manager